

REQUEST FOR PROPOSALS

LAFCO of Santa Clara County

Sub-Regional Service Reviews and

Sphere of Influence (SOI) Recommendations

I. Objective

The Local Agency Formation Commission (LAFCO) of Santa Clara County is seeking proposals from professional service firms to prepare service reviews and Sphere of Influence (SOI) recommendations for two geographical areas of Santa Clara County. These geographical areas are:

- A. South Central Santa Clara County** (see Exhibit A for Map of Sub-Region and see Scope of Services for agencies included in the South Central Sub-Region)
- B. Northwest Santa Clara County** (see Exhibit A for Map of Sub-Region and see Scope of Services for agencies included in the Northwest Sub-Region)

Reviews of the cities will utilize information presented in the recently completed countywide fire protection service review and the soon to be completed countywide water service review, in addition to information gathered as part of the proposed Service Reviews.

This work is to be completed in compliance with applicable California Government Code sections, local LAFCO policies and the latest available LAFCO Service Review Guidelines prepared by the Governor's Office of Planning and Research (OPR). The service reviews are intended to serve as a tool to help LAFCO, the public and other agencies better understand the public service structure and to develop information to update the spheres of influence of special districts and cities in the county. The spheres of influence are required to be updated every 5 years. LAFCO is not required to initiate boundary changes based on service reviews. However, LAFCO, local agencies or the public may subsequently use the service reviews, together with additional research and analysis where necessary, to pursue changes in jurisdictional boundaries.

II. Background

The mandate for LAFCOs to conduct service reviews is part of the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (CKH Act), California Government Code §56000 et seq. LAFCOs are required to conduct service reviews prior to or in conjunction with Sphere of Influence updates and are required to review and update the Sphere of Influence for each city and special district as necessary, but not less than once every five years. Thus, LAFCO must complete service reviews for all cities and special districts within five years from the effective date of the CKH Act or by January 1, 2006.

LAFCO of Santa Clara County is responsible for establishing, reviewing and updating Sphere of Influence for 45 public agencies in Santa Clara County (15 cities and about 30

special districts). At its December 12, 2002 meeting LAFCO adopted policies and procedures for conducting service reviews (*Attachment 2*). In preparing for initiating the service review and sphere of influence update process, Santa Clara LAFCO at its August 2002 meeting established service review boundaries and set priorities for their completion.

In December 2004, LAFCO revised the established service review boundaries and priorities. LAFCO decided to combine the four remaining sub-regional service reviews into two sub-regional service reviews. The two remaining service reviews will be completed over the next two fiscal years. It is anticipated that the same professional service firm, under the operational direction of the LAFCO Executive Officer, will conduct both studies. Santa Clara LAFCO has completed a countywide service review for fire protection services and is scheduled to complete a countywide service review for water services by June 2005.

This Request for Proposals (RFP) is for the preparation of two service reviews. A professional service firm would conduct a service review for each of the sub-regional areas (**i.e. South Central Santa Clara County and Northwest Santa Clara County**). It is expected that the same professional service firm would prepare both sub-regional service reviews. The firm would be required to complete the South Central Santa Clara County Service Review prior to starting and completing the Northwest Santa Clara County Service Review.

III. Scope of Services

The CKH Act (California Government Code section 56430) requires LAFCO to prepare, with respect to each service reviewed, an analysis and a written statement of determination regarding each of the following considerations:

- 1) Infrastructure needs or deficiencies
- 2) Growth and population projections for the affected area
- 3) Financing constraints and opportunities
- 4) Cost avoidance opportunities
- 5) Opportunities for rate restructuring
- 6) Opportunities for shared facilities
- 7) Government structure options, including advantages and disadvantages of the consolidation or reorganization of service providers
- 8) Evaluation of management efficiencies
- 9) Local accountability and governance

In addition, the consultant will provide recommendations for sphere of influence update actions for cities and special districts, and for special districts, any recommendations for mergers, consolidations or dissolutions.

A draft Scope of Services is enclosed with this RFP as Attachment 1. A final statement of services to be provided will be negotiated with the firm selected to conduct the service review and will be included as part of the professional services agreement.

IV. Budget

The cost for the Scope of Services will be negotiated with the firm selected for the work prior to reaching agreement. The anticipated project cost of the proposal should not exceed \$140,000 (not to exceed \$70,000 for each Service Review).

V. Schedule

Timing is a concern to LAFCO because of the deadlines in the CKH Act and the need to address issues faced by some of the agencies or areas. It is anticipated that the firm will start work in **May 2005**. It is desired that the **South Central Santa Clara County Service Review** be completed by **December 31, 2005** and **Northwest Santa Clara County Service Review** be completed by **Fall 2006**. The final schedule for this project will be negotiated with the firm selected for the work prior to reaching an agreement.

VI. Proposal Requirements

Response to this RFP must include all of the following:

1. A statement about the firm that describes its history as well as the competencies and resumes of the principal and all professionals who will be involved in the work. This statement should describe the firm's level of expertise in the following areas:

General Expertise

- Familiarity with CKH Act, the role and functions of LAFCO, and the service review process
- Ability to analyze and present information in an organized format
- Ability to quickly interpret varied budget and planning documents
- Ability to facilitate and synthesize input from a variety of stakeholders
- Ability to use Geographic Information System (GIS) and other computer based applications for data analysis, presentations, and mapping
- Familiarity with public input processes and experience in handling the presentation and dissemination of public information for review and comment
- Experience in fostering multi-agency partnerships and cooperative problem-solving
- Ability to provide flexible and creative alternatives where necessary to resolve service and policy issues

Service Expertise

- Management level understanding of how the full range of municipal services are financed and delivered

- Experience with the operational aspects of delivering public services in California (city departments, special districts, private companies)
 - Experience in governmental organization analysis, including evaluating government structure options (advantages and disadvantages of the consolidation or reorganization of service providers)
 - Experience in the financial analysis of municipal service delivery systems, including identifying financing constraints and opportunities and cost avoidance opportunities
 - Experience in evaluating municipal service delivery systems, including performance measurements and benchmarking techniques
2. Identification of the lead professional responsible for the project and identification of the professional(s) who will be performing the day-to-day work.
 3. Identification of any associate consultant firms to be involved. If associate consultant firms are proposed, describe the work they will perform and include the same information for each as required for items 1 and 2 above.
 4. A statement of related experience accomplished in the last two years and references for each such project, including the contact name, address and telephone number.
 5. A statement regarding the anticipated approach for this project, explicitly discussing and identifying suggested changes to the draft Scope of Services (*Attachment 1*).
 6. Identification of any information, materials and/or work assistance required from LAFCO and / or involved agencies or departments to complete the project.
 7. An overall project schedule, including the timing of each work task.
 8. Information about the availability of all professionals who will be involved in the work, including any associate consultants.
 9. The anticipated project cost, including:
 - a. A not-to-exceed total budget amount.
 - b. The cost for each major sub-task identified in the draft Scope of Services.
 - c. The hourly rates for each person who will be involved in the work, including the rates of any associate consultants.
 10. Comments about the draft services agreement (*Attachment 3*) specifically including the ability of the firm to meet the insurance requirements and other provisions.

VII. Submission Requirements

DUE DATE AND TIME: **Friday, April 8, 2005 at 5:00 PM**

Proposals received after this time and date may be returned unopened.

NUMBER OF COPIES:

7 original copies and 1 fully reproducible copy

DELIVER TO:

Neelima Palacherla
LAFCO of Santa Clara County
70 West Hedding Street, 11th Floor
San Jose, CA 95110

Note: If delivery is to be in person, please first call the LAFCO office (408-299-5127 or 5148) to arrange delivery time.

VIII. Evaluation Criteria and Selection Process

Firms will be selected for further consideration and follow-up interviews based on the following criteria:

- Relevant work experience,
- Completeness of the responses,
- Overall project approaches identified, and
- Qualification of key project team members
- Reference checks
- Proposed project budget

An interview/selection committee will conduct interviews and the most qualified firm will be selected based on the above evaluation criteria. Interviews will be held **between April 11th and April 20th**. The selection committee is expected to make a decision soon after. Following the selection of the most qualified firm, a final services agreement including budget, schedule, and final Scope of Services statement will be negotiated before executing the contract.

LAFCO reserves the right to reject any or all proposals, to issue addenda to the RFP, to modify the RFP or to cancel the RFP.

IX. LAFCO Contact

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X. Attachments

1. Draft Scope of Services (*Attachment 1*)
2. Santa Clara LAFCO policies for conducting Service Reviews (*Attachment 2*)
3. Draft Professional Service Agreement and insurance obligations (*Attachment 3*)

XI. Reference Information

For general information about LAFCO of Santa Clara County, refer to its website: www.santaclara.lafco.ca.gov

For the latest publicly available LAFCO Service Review Guidelines, see the Governor's Office of Planning and Research website:

<http://www.opr.ca.gov/planning/LAFCOReform.html>